



# **Notes from the Director**

**No. 24**

27 April 1978

## **THE DCI'S FIRST YEAR**

Last month I completed my first year as DCI. It seems impossible to me that a whole year has gone by, but I look back upon it with great pleasure and satisfaction. Some of the things that stand out in my mind are:

a. We are seeing a real use and appreciation of our end product—intelligence estimates and evaluations. We are all cognizant of the President's numerous comments on the value of the President's Daily Brief (PDB), our weekly oral briefings, and other support to him. We have recently been taking a survey of other top Administration officials on their reactions to both the PDB and the National Intelligence Daily, and all are high in praise of these publications. Similarly, we provided the Congress more substantive intelligence briefings this year than ever before—about 245. Beyond that we have released an average of two unclassified publications a week for the benefit of the general public. All of these distributions of our product are continuing to uphold the high reputation of the Agency for the quality of its work and are serving truly important purposes.

b. During the past year we have successfully negotiated the Presidential decision and implementing Executive Order on the reorganization of the intelligence community. Essentially, this leaves the Agency with its same central role in our national intelligence endeavors.

c. During the past year we have faced up to the difficult problem of paring the DDO down to a more workable size. Almost all notifications of reductions for both Fiscal Year 78 and 79 have been made.

d. While there is, in my opinion, still a lack of full public acceptance of intelligence activities, deriving largely from the unfavorable publicity past covert actions have received, there is no question in my mind that we are

performing today as the country wants us to. With time and patience, that distrust will be largely eliminated. Overall, I believe we can count on strong and basic support throughout the country for the continuation of an intelligence capability second to none.

e. In my contacts with the American public directly and with the Congress, I am encouraged by continuing signs of recognition of the importance of our mission and support for the high quality of our work.

f. In sum, I am much encouraged by the progress in this past year. My confidence that we will do as well or better in the years ahead stems from my appreciation of the high quality of the men and women of our Agency. No one could spend a year in the CIA without clearly recognizing how blessed we are by the quality of our people. I appreciate your support greatly and look forward to our continuing to work together.

## **ORGANIZATION UNDER NEW EXECUTIVE ORDER**

I want to clarify some of the organizational changes that have taken place as a result of Executive Order 12036.

As you know, the Executive Order was promulgated on 26 January 1978 and assigned the DCI significantly increased responsibilities:

- for the tasking of all Intelligence Community collection assets and dissemination of the results;
- for formulating the national intelligence budget; and
- for ensuring the production of national intelligence estimates.

To meet the first two of these responsibilities, tasking and budgeting, I have elected to split the existing Intelligence Community Staff: one-half under a new Deputy for Collection Tasking, the other under a Deputy for Resource Management. The former will manage the existing collection committees; in addition, he will establish a National Intelligence Tasking Center. This Center will attempt to ensure that for any given collection problem we utilize the full resources of the Intelligence Community and do so in a coordinated manner. The Deputy for Resource Management will be responsible for supporting me in my new "full and exclusive" responsibility for preparing the National Foreign Intelligence Program Budget and submitting it to the Office of Management and Budget and the President. The division of the IC Staff into these two components is subject to Congressional approval which we hope for shortly.

The third new responsibility above is simply a somewhat more explicit statement of the DCI's traditional role in producing National Intelligence Estimates. Under the new Executive Order, I am empowered to require participation of other agencies in developing National Estimates, but not to interfere with their normal analytic work. We want separate and independent centers of analysis in our Intelligence Community. In order to carry out the

national estimating role in a more coordinated manner, we have, as you know, merged the old NIO and DDI structures into the National Foreign Assessment Center (NFAC). Those two organizations always worked very closely together.

The following chart depicts this planned new organization, including those components under the direct jurisdiction of the DCI and the components of the CIA, and briefly describes the major responsibilities of each.

### **DCI TRIP**

I recently returned from a two-week trip to six of our Stations. This is my second trip abroad since becoming DCI and I find these trips very useful in several regards. First, it allows me to make contact with and better understand the problems facing our people in the field, whether they be from DDO, FBIS, the Office of Communications, or wherever. Beyond that, it permits me to establish personal relationships with the intelligence officials of other countries and hopefully assists our liaison arrangements with them. Finally, it is a big help to me to gain a first-hand familiarity with the area and various political, economic and military problems therein. On this trip, as the last one, I was tremendously impressed by the quality and dedication of our people and particularly by the very fine relationships they have established with local intelligence services. I hope to continue making such trips about every six months so that I can see as many of our people in the field as possible.

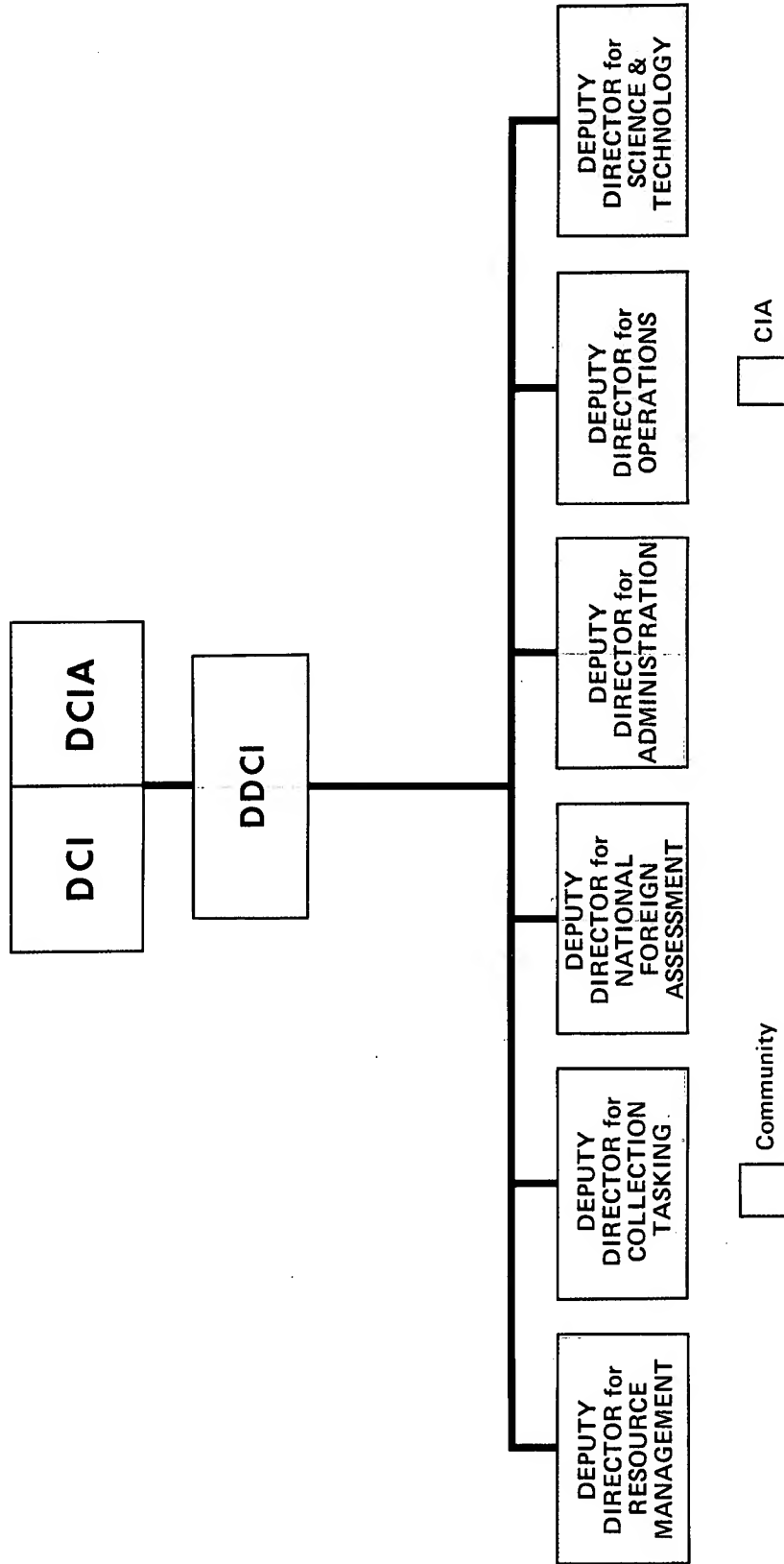
### **PERSONNEL MANAGEMENT**

Over this past year, I have had the pleasure of meeting many of you personally. These contacts, both in the course of doing substantive Agency work and less formally in meetings with representative groups, have been extremely valuable to me. They have permitted a healthy exchange of ideas, which is important to every successful organization, and have been the source of many excellent initiatives, which in time will improve both our product and the Agency as a place to work.

I am sure no one would disagree that our first priority must always be the production of the highest quality of finished intelligence of which we are capable. Nonetheless, this cannot be done consistently unless all employees are confident that the personnel management system under which they work is fair, consistent, and promises the kinds of incentives and rewards which are suitable recompense for a job well done. For this reason we have been looking carefully for ways to improve our present system: to sharpen advance personnel planning; to increase headroom and promotional opportunities; to assure women and minority employees opportunity for development and full skill utilization as well as advancement opportunity consistent with their competitive career group.

I have both reviewed studies and proposals made by the Office of Personnel on various aspects of our personnel approaches, and solicited the

# Organization Under New Executive Order



1. *The Deputy Director for Resource Management* is the principal adviser to the DCI on all matters relating to the National Foreign Intelligence Program (NFIP) budget prior to its presentation to the President and Congress. He will ensure the DCI has full access to relevant information and will conduct audits and evaluations as necessary. He will also assist the DCI in arriving at budget recommendations and will oversee the execution of the budget once it is approved.

2. *The Deputy Director for Collection Tasking* is the principal adviser to the DCI on all collection efforts within the Intelligence Community. He is responsible for assigning, through the National Intelligence Tasking Center, (NITC), which he heads, intelligence collection objectives and tasks to all intelligence elements of the Intelligence Community. He establishes priorities for tasking national intelligence collection systems in response to the production priorities set by the National Foreign Assessment Center. Through the NITC, he ensures dissemination of the information collected.

3. *The Deputy Director for National Foreign Assessment* is the principal adviser to the DCI on the production of national intelligence, both as to how it is accomplished and what it contains. He is responsible for organizing national efforts to assess and evaluate foreign intelligence data in support of national intelligence objectives as established by the National Security Council. He is the Director of the National Foreign Assessment Center and oversees the production of that Center. He also monitors product quality and evaluates product responsiveness.

4. *The Deputy Director for Administration* is responsible for supporting administratively those Intelligence Community components under the jurisdiction of the DCI as well as performing other tasks as assigned. He will continue to serve all his assigned functions as the Deputy Director for Administration of the CIA.

5. *The Deputy Director for Operations* and the *Deputy Director for Science and Technology* will continue to serve all their presently assigned functions for the Central Intelligence Agency.